

SOURCES OF ENDNOTES FOR APPENDIX C of Volume II

Notes

1. U.S. General Accounting Office. **Comparison of Federal and Private Sector Pay and Benefits**, September 4, 1985. (GAO/GGD-85-72). [NAPA file T-81/1].
2. U.S. Department of Labor. Bureau of Labor Statistics. **Employee Benefits in Medium and Large Firms, 1986**. Bulletin 2281, June 1987. [NAPA file T-81/2].
3. "Medical Costs Become Thorny Issue in Labor. Management Negotiations," *The Washington Post*. [NAPA file T-81/3].
4. U.S. General Accounting Office. **Features of Nonfederal Retirement Programs**, June 26, 1984. (GAO/OCG-84-2). [NAPA 81/4-1]
U.S. General Accounting Office. **Benefit Levels of Nonfederal Retirement Programs**, February 26, 1985. (GAO/GGD-85-30). [NAPA file T-81/4-2].
5. U.S. Office of Personnel Management. Office of Compensation Program Development. "Cafeteria Compensation/Flexible Benefits/Flexible Compensation." Draft report, dated January 1980. [NAPA file T-81/5].
6. U.S. Department of Labor. Bureau of Labor Statistics. **Employee Benefits in Medium and Large Firms, 1986**. Bulletin 2281, June 1987. Pages 89 and 91. [NAPA file T-81/6].
7. U.S. Department of Labor. Bureau of Labor Statistics. **Employee Benefits in State and Local Governments, 1987**. Bulletin 2309, May 1988, Pages 78 and 80. [NAPA file T-81/7].
8. The Hudson Institute. **Civil Service 2000**. June 1988, page 43. [NAPA file O-7/2].
9. Central Intelligence Agency, Human Resource Modernization and Compensation Task Force. **Preliminary Report - July 1987: Proposed Pay, Personnel Management and Compensation System**. [NAPA file F-1/0-1]
and [redacted], Central Intelligence Agency: **Proposed Flexible Benefits Program**, April 4, 1986. [NAPA file F-1/0-6]
(Attached to memorandum of May 26, 1988, from Human Resource Modernization and Compensation Task Force, Subject: Proposal to Implement a Flexible Benefits Program). [NAPA file F-1/0-7].
10. Hewitt Associates. **1987 Survey of Flexible Compensation Programs and Practices**. [NAPA file T-81/10].
11. *Ibid.*, page 14. [NAPA file T-81/10]
12. *Ibid.*, page 12.

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13. Central Intelligence Agency, Human Resource Modernization and Compensation Task Force. Preliminary Report - July 1987: Proposed Pay, Personnel Management and Compensation System, page 37. [NAPA file F-1/0-1].
14. Hewitt Associates, page 25 [NAPA file T-81/10].
15. Ibid., page 9.
16. Central Intelligence Agency. Human Resource Modernization and Compensation Task Force. Memorandum to the Executive Director, Subject: Proposal to Implement a Flexible Benefits Program, dated May 26, 1988. [NAPA file F-1/0-7].
17. Central Intelligence Agency. "Agency Rationale for Adopting a Flexible Benefits Program." Tab C to memorandum cited in note 16. [NAPA file F-1/0-7, page 32].
18. See OPM 10-16-1988: "Developing Research and demonstration Projects: An Informal Guide." [NAPA file T-83/1].

Footnote 1 T-8111